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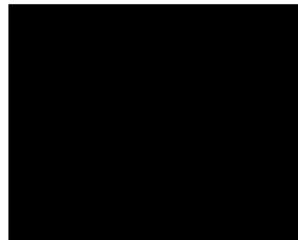
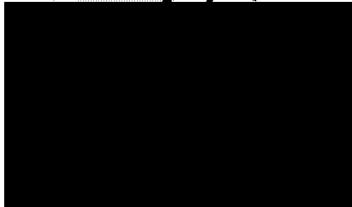
M I N U T E S

TRAINING OFFICERS MEETING

Th u r s d a y
23 Sep 54

Present:

Mr. Baird, D/TR



UNFINISHED BUSINESS:

1. Memo on External Training [REDACTED]:

A meeting with [REDACTED] is to be held on Monday, 27 September to discuss the memo on external training.

2. Regulation on Training Standards for War Plans Officers ([REDACTED]):

Since the last meeting, the Clandestine Services Training Committee has made modifications in the covering memorandum to [REDACTED]. This memo reiterates [REDACTED] and recommends that the same standards be applicable for military as for civilian personnel, since no other training is a substitute for Agency training. This memo does contain the provision that exceptional conditions may warrant waiver of training by [REDACTED].

3. Draft Regulation on Training Materials for Foreign IS ([REDACTED]):

This regulation is to be cleared through Staff C this date and then will be coordinated with [REDACTED].

4. Date for RO Course [REDACTED]:

The firm date for the RO Course is 25 October.

5. VIP Tour [REDACTED]:

It was agreed that the VIP tour would take place on 14 October, but that the [REDACTED] sections might have to be put off unless extremely high level personnel attend.

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7. Survival (Mr. Baird):

Requirements for [REDACTED] are at present zero. [REDACTED] promised to call the TO's today and will inform as to any firm commitments.

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NEW BUSINESS:

1. Long-Term Training Schedule [REDACTED]:

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[REDACTED] gave a progress report on the long-term training schedule. The [REDACTED] Course scheduled for 18 October has been cancelled. There are no enrollees for the CFA Course of 18 October; it will probably be cancelled. The Package CFA Courses can probably be started as soon as there are firm requirements. These courses will be regularly scheduled, but will be given depending upon demand.

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The problem of space and instruction was brought up in connection with Phases II and III. The instructors have requested a week's interval between Phases II and III, and between the end of Phase III and the next Phase II. [REDACTED] suggested that the week between Phases II and III might be given over to the Agency Devices Course, which is offered by other instructors, so that Phase II - III students would not have to be brought back to Headquarters. It was agreed that this course or a CFA Package might be offered in the proposed interval between Phases II and III.

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[REDACTED] stated that the 5% requirement meant increased enrollments in Phases II and III and probably meant an inability of the Office of Training to handle same. [REDACTED] stated that the 5% requirement meant [REDACTED] and OTR could handle these, if proper scheduling were done, particularly in specialized and advanced training. Mr. Baird stated that the objective of the 5% requirement was to make people look at the training problem and therefore to get more people trained. It also has the purpose of developing a pool of DD/P personnel, FI, [REDACTED]

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The publication of the revised schedule will be held until Monday, 27 September, so that the CS Committee may have a chance to study the schedule and make whatever further comments seem advisable.

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2. Phase III [REDACTED]):

[REDACTED] postponed consideration of this subject until the next meeting because of the length of time it would require for adequate discussion. He did, however, state six points of basic criticism of Phase III which are the result of debriefing of FI personnel attending the four runnings of this course [REDACTED] to date. He concluded that the course was not meeting the requirements of FI personnel, nor was it meeting the objectives as set up for Phase III.

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The six basic criticisms are as follows:

1. There are no clear-cut objectives with respect to what Phase III is supposed to accomplish, how the objectives are to be accomplished, nor is the material in line with the stated objectives.
2. There is too much emphasis on case study as a teaching method instead of as "for instance." The emphasis is on "how it was done" rather than "how to do it."
3. With respect to student assignments the emphasis is on what and why, with very little emphasis on how to accomplish the assignment.
4. There is a considerable amount of unrelated material which is not tied together. There is no indication of its relation to the case officers' function.
5. Much of the reading material is assigned without guidance as to why it should be read or what should be gotten out of it.
6. There is no transition from Phase II to Phase III, from operational techniques to operational planning.

These points will be discussed more thoroughly at the next meeting.

3. Report on Division TO Meeting of 17 Sep [REDACTED]

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[REDACTED] reported that the main item of the meeting was pre-testing of candidates for admin courses. It was agreed that all candidates should be tested, not only to determine their professional potential but to determine their capability for administrative and clerical positions.

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4. Report on CS Training Committee Meeting of 30 Sep [REDACTED]

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[REDACTED] reported that the main item on the agenda was training for war planners which has been covered under Unfinished Business 2., above.

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6. Distribution of Training Notices

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██████████ requested, on behalf of the CS Training Committee, that distribution of OTR material to divisions and staffs be direct rather than to the CS Committee. It was agreed that this can probably be done and would be checked out.

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7. Refresher Training for Admin Personnel

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After some discussion it was agreed that there was a need for a Refresher Course for admin personnel returning from the field and that OTR would consider establishing such a course for personnel who could not be more appropriately placed in either professional or clerical type courses.

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8. Assisting Area Divisions in Improving On-the-Job Training

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██████████ stated that one of the functions of the Area Division TO was to improve area knowledge on-the-job and that this might require further assistance from the Office of Training. After some discussion it was agreed that the TO's and the CS Committee could well systematize present area knowledge available in the Area Divisions prior to seeking the assistance of OTR.

OTHER BUSINESS:

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1. Mr. Baird reported on the week end meeting of 18 - 19 September ██████████ on intelligence doctrine and methodology. This was an exceedingly productive meeting which resulted in the tentative proposal that intelligence doctrine and methodology could be developed by giving personnel returned from assignments a long enough time in a proper milieu to reduce their thoughts to writing. The Office of Training will provide secretarial and editorial help as required. The individual concerned is to remain on his regular T/O. The formal mechanism for publication might be an intelligence quarterly. A junior officer, ██████████ has been designated, under the supervision of ██████████ to bird dog this proposal.

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A product of this meeting ██████████ was an appreciation of the potential use ██████████ not only for the purposes of such meetings, but also for implementation of the proposed intelligence doctrine.

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